

Center on Innovation and Improvement

www.centerii.org

**Support for School Improvement
Rapid Improvement Leader Instruction Handbook**

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Welcome to the Support for School Improvement web-entry system!

A school improvement, district improvement, or restructuring plan's success depends upon district and school collaboration and focus, engagement of parents and the broader community, and disciplined, competent implementation. This web-entry system provides an easy and organized method to work through the set of indicators by which district and school teams can assess their progress and plan and monitor their improvement. While every item may not be appropriate to a particular district or school's situation, each will provide food for thought in discussing an improvement plan. The checklists will also guide district and school teams through the implementation of their plans and into continuous improvement. The sets of items you will see in this system are arranged sequentially to carry teams through an examination from general (district context) to specific (classroom teaching). The process of "assessing" each indicator based upon the current practices of the district and school is an attempt to draw attention to areas of obvious strength and areas in apparent need for improvement.

Helpful Information:

1. Using this web-entry system requires Internet Explorer 6.0 or higher.
2. This web-system times-out after 45 minutes of inactivity. At that time, you will see a message indicating that you need to login again. Saving your data often will ensure that you don't lose any you have entered.
3. Use the links at the top right of most pages to move among the web pages.
4. Click the WiseWays™ link when assessing and creating tasks for each indicator/objective to review research-based evidence and examples.
5. If you have any technical questions about this web-entry system, please email us at SSI@adi.org.

With that said, you're ready to begin...

Getting Started

1. To get to the Support for School Improvement web pages, you will need to open the website for Center on Innovation and Improvement – www.Centerii.org. On this web page click on the “Login or Enroll” button at the bottom right of the page (you may need to scroll down) in the Support for School Improvement box.

The screenshot shows the homepage of the Center on Innovation & Improvement. The header features the center's logo and tagline "Twin paths to better schools" on the left, and the text "Information. Tools. Training." on the right. Below the header is a navigation bar with six red buttons: HOME, SUPPLEMENTAL EDUCATIONAL SERVICES, SCHOOL AND DISTRICT IMPROVEMENT, RESTRUCTURING & TURNAROUNDS, CHARTER SCHOOLS, and STATE SYSTEMS OF SUPPORT. The main content area is divided into several sections. On the left, there is a section titled "The Center on Innovation & Improvement" with a description and a list of links: National Content Centers, Regional Comprehensive Centers, and State Departments of Education. Below this is "The Center's Technical Assistance" section, which describes the center's work with regional comprehensive centers and lists several technical assistance projects: Restructuring, State Evaluation of SES Providers, SES Outreach to Parents, Statewide Systems of Support, Solution Finding, and Institute for School Improvement and Education Options. On the right, there is a "How to Search this Website" section with four numbered steps: 1. Research, Reports, Tools; 2. State Database; 3. Spotlights; and 4. Support for School Improvement. Below this is a "Quick Links" section with links to Parent Involvement Resources, State Education Agencies, What Works Clearinghouse, and Office of Non-Public Education. At the bottom, there are two main sections: "Download CII Publications" and "CII Events and Announcements". The "Download CII Publications" section lists six publications available for download and includes a "Publication Survey" button. The "CII Events and Announcements" section features the "The Third Annual Institute for School Improvement and Education Options" and includes links for "Institute Announcement", "Register for this Event Online", and "Registrant List". On the far right, there is a "Support for School Improvement" section with a text input field for login or enrollment and a "Login or Enroll" button, which is highlighted by a yellow starburst graphic.

CENTER ON INNOVATION & IMPROVEMENT
Twin paths to better schools

Information. Tools. Training.

HOME SUPPLEMENTAL EDUCATIONAL SERVICES SCHOOL AND DISTRICT IMPROVEMENT RESTRUCTURING & TURNAROUNDS CHARTER SCHOOLS STATE SYSTEMS OF SUPPORT

The Center on Innovation & Improvement
is a national content center that helps regional centers in their work with states to provide districts, schools, and families, with the opportunity, information, and skills to make wise decisions on behalf of students.

- [National Content Centers](#)
- [Regional Comprehensive Centers](#)
- [State Departments of Education](#)

The Center's Technical Assistance
The Center provides technical assistance for regional comprehensive centers in conjunction with their work with state departments of education and related agencies. Current technical assistance projects include:

- [Restructuring](#)
- [State Evaluation of SES Providers](#)
- [SES Outreach to Parents](#)
- [Statewide Systems of Support](#)
- [Solution Finding](#)
- [Institute for School Improvement and Education Options](#)

How to Search this Website

1. [Research, Reports, Tools](#) to find resources and URLs by key word or topic.
2. [State Database](#) to create reports for one or more States with a wealth of information, tracking data, contact names, and links to SEA websites.
3. [Spotlights](#) to search the archives of spotlighted resources by category.
4. [Support for School Improvement](#) to search the archives of the Support for School Improvement e-newsletter that CII co-sponsors with the [Council of Chief State School Officers](#) (CCSSO).

Quick Links

- [Parent Involvement Resources](#)
- [State Education Agencies](#) (State Dept. of Education)
- [What Works Clearinghouse](#) (Scientific evidence of what works in education)
- [Office of Non-Public Education](#) (ONPE)

Download CII Publications

The following are available for download by completing the publications survey:

1. Handbook on Restructuring and Substantial School Improvement
2. School Turnarounds
3. State SES Evaluation Guide
4. The Mega System: Handbook for Continuous School Improvement
5. Handbook on Statewide Systems of Support
6. Turnaround Actions and Results

[Publication Survey](#)

CII Events and Announcements

The Third Annual Institute for School Improvement and Education Options

Sept. 22-23, 2008 - Rosemont, Illinois

- [Institute Announcement](#)
- [Register for this Event Online](#)
- [Registrant List](#)

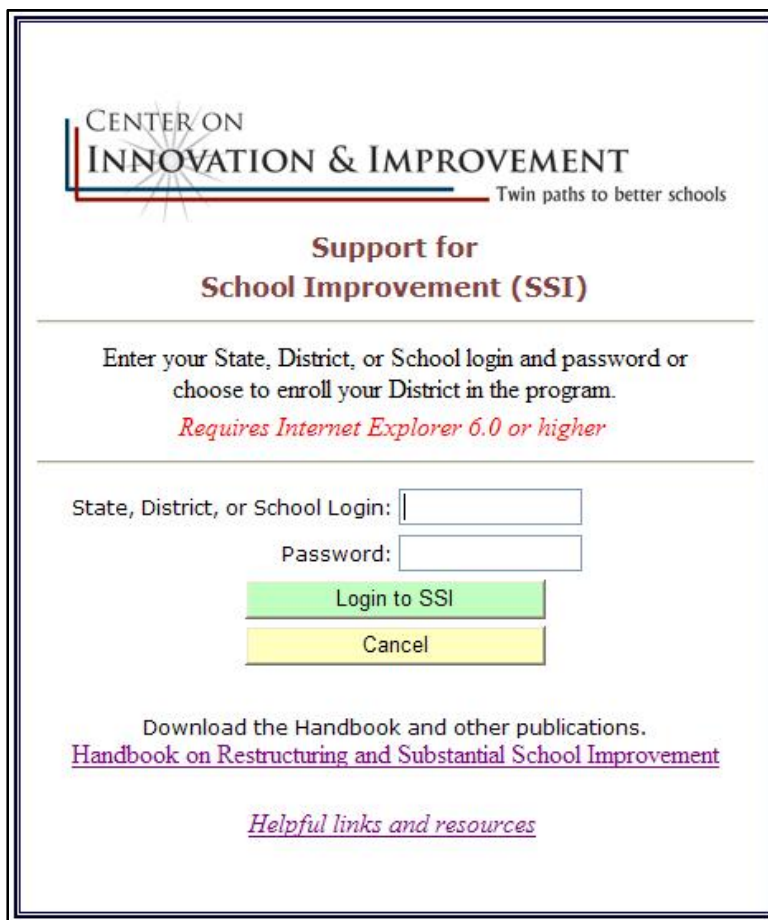
Support for School Improvement

Enter your State, District, or School login and password or choose to enroll your District in the program.

[Login or Enroll](#)

- a. When a district registers a school for the SSI system as a Rapid Improvement School, the Rapid Improvement Leader (RI Leader) login and password information will be sent to the RI Leader via email. With this information in hand, you may return to the SSI login page to enter the web system. **Remember, this web-entry system requires you to use Internet Explorer 6.0 or higher.** (Use the link on the Center for Innovation and Improvement homepage at www.centerii.org to return to the login page.)

Note: Your Rapid Improvement Leader login and password will only allow you to view the RI Leader web pages. To access the school's SSI web pages log out of the RI Leader web pages and login with the school login information. To allow the Rapid Improvement Leader Mentor access to the school's SSI web pages you will need to share the school's login and password with them.



The screenshot shows a web page for the Center on Innovation & Improvement. At the top, the logo features a stylized sunburst and the text "CENTER ON INNOVATION & IMPROVEMENT" with the tagline "Twin paths to better schools". Below the logo, the heading "Support for School Improvement (SSI)" is centered. A horizontal line separates the heading from the login instructions: "Enter your State, District, or School login and password or choose to enroll your District in the program." Below this, a red italicized note states "Requires Internet Explorer 6.0 or higher". Another horizontal line precedes the login fields. The "State, District, or School Login:" label is to the left of a text input box. Below it, the "Password:" label is to the left of another text input box. Under the password field are two buttons: a green "Login to SSI" button and a yellow "Cancel" button. At the bottom, there is a link to "Download the Handbook and other publications." followed by a purple underlined link: "Handbook on Restructuring and Substantial School Improvement". The final line is a purple underlined link: "Helpful links and resources".

CENTER ON
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Twin paths to better schools

**Support for
School Improvement (SSI)**

Enter your State, District, or School login and password or
choose to enroll your District in the program.
Requires Internet Explorer 6.0 or higher

State, District, or School Login:

Password:

Login to SSI

Cancel

Download the Handbook and other publications.
[Handbook on Restructuring and Substantial School Improvement](#)

[Helpful links and resources](#)

Rapid Improvement Leader (RI Leader) SSI Process

1. Welcome Screen – When you login as the Rapid Improvement Leader, this is the first screen you'll see. Click the "Continue to SSI" button to move into the SSI web entry system.



WELCOME TO SUPPORT FOR SCHOOL IMPROVEMENT (SSI)

1. SSI includes two planning processes—one for the district and one for each school.
2. A district team directs the district planning process.
3. A school team, typically the school improvement team, directs the school planning process.
4. A "process manager" is appointed by each team, and that person prints out work sheets for team meetings and enters the team's work into this web-based system.
5. First the district plan is developed, then each school begins its planning.


SSI is premised on specific, research-based indicators of district and school success. It can be used to provide the foundation for an improvement planning process or to supplement a process already in use. Typically, it provides strong, evidence-based and focused support for the plan.

Please note, this application will time out after 45 minutes of inactivity. Save your work often.

[Continue to SSI](#)

For technical questions concerning the SSI website contact us.
SSI@adi.org

2. Rapid Improvement Leader Indicators – This is the RI Leader’s main web page. Here you will see listed the RI Leader indicators to be assessed and acted upon prior to the school working through its indicators. The indicators that the RI Leader will work through are preparatory in nature and will help to “set the stage” for improvement in the school. The RI Leader will click on and create a plan for each indicator, similar to the process used by districts and schools. The target date, number of tasks, and completed date for each objective are shown here. The “Coaching Comments” button will open a web-entry system for communicating with the Rapid Improvement Leader Mentor. This will be covered more in-depth in a later section.



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**Rapid Improvement
Leader**

Rapid Improvement Leader Indicators
Jefferson Elementary School

Welcome to the Rapid Improvement Leader’s planning tool. This tool is for your personal use in developing a rapid improvement plan. To access the SSI process for your school you must close this session and log back in with your school login and password information.

[Coaching Comments](#)

ID	Success Indicator (Indicators shown in green have all tasks completed)	Target Date	Tasks Completed
TLA1A	Rapid Improvement leader will make an action plan so that everyone involved knows specifically what they need to do differently.	10/30/2008	0
TLA1B	The Rapid Improvement leader will personally analyze data about the organization’s performance to identify high-priority problems that can be fixed quickly.		0
TLA2A	Rapid Improvement leader will first concentrate on a very limited number of changes to achieve early, visible wins for the school.		0
TLA2B	Rapid Improvement leader will make changes that deviate from organization’s norms and rules if necessary to gain visible wins.		0
TLA2C	Rapid Improvement leader will implement an action plan in which change is mandatory for all staff, not optional.		0
TLA2D	Rapid Improvement leader will replace or redeploy some staff as necessary based on careful examination of skills and readiness for change.		0
TLA2E	Rapid Improvement leader will quickly discard tactics that don’t work and spend more resources and time on tactics that work.		0
TLA2F	Rapid Improvement leader will report progress but keep school’s focus on high goals.		0
TLA3A	Rapid Improvement leader will motivate others inside and outside the school to contribute to success.		0
TLA3B	Rapid Improvement leader will use various tactics to help staff empathize with those they serve and be motivated for change.		0
TLA3C	Rapid Improvement leader will work hard to gain the support of trusted influencers among staff and community.		0
TLA3D	Rapid Improvement leader will silence critics with speedy success on “quick win” objectives.		0
TLA4A	Rapid Improvement leader will set up systems to measure and report interim results often.		0
TLA4B	Rapid Improvement leader will share results in open-air meetings to hold all staff accountable for results and to focus on solving problems.		0

[Indicator Report](#)
[Coaching Comments Report](#)

a. Define Objectives and Assign Tasks

- i. Click on an indicator in the list (on the previous page) to begin creating your plan. This will open the screen you see below. The indicator that was chosen is now stated as an objective. The “Wise Ways” link next to the objective number will take you to research-based evidence and examples that will be helpful in working toward this objective. You will then describe how the objective will look when it is being fully implemented in the school, and establish a date by which this will become a reality. Click the “Save/Update Plan” button to save your data or to save updates to this information if you have changes at a later time. Now click the “Add a New Task” button to input each task to be completed for the objective.

Cancel and Return to Indicator List

Objective: TLA1A [Wise Ways™](#)

Rapid Improvement leader will make an action plan so that everyone involved knows specifically what they need to do differently.

1. Describe how it will look when this objective is being fully met in your School

After immersing myself in the student performance data, visiting classrooms, and closely observing every aspect of school operations, I will develop a set of action goals for the school year. I will discuss the goals with the Leadership Team, get their input, make revisions, and connect each goal with people who have some responsibility relative to it. I will then convene a

2. Establish a date by which your description above will be a reality

3.

Save / Update Plan

Select Task to update or add a completion date

Add a New Task

1. Click the “Add a New Task” button (on the previous screen) to open the task entry screen. Create a task for the objective, assign it to a person who will be responsible for seeing it gets accomplished, and establish a date of completion. Click the “Save Task” button when you’re finished. Repeat this process for each task that you create.

Create Tasks for this objective

1. Create a task for this objective
2. Assign a person to be responsible for this task
3. Establish a date this task will be complete
4.

- b. Monitor Work on Objectives - To monitor work on objectives and tasks, click on the task in the task list to open the “Update Tasks” screen.

Cancel and Return to Indicator List

Objective: TLA1A *Wise Ways™*

Rapid Improvement leader will make an action plan so that everyone involved knows specifically what they need to do differently.

1. Describe how it will look when this objective is being fully met in your School

After immersing myself in the student performance data, visiting classrooms, and closely observing every aspect of school operations, I will develop a set of action goals for the school year. I will discuss the goals with the Leadership Team, get their input, make revisions, and connect each goal with people who have some responsibility relative to it. I will then convene a

2. Establish a date by which your description above will be a reality 10/30/2008

3. [Save / Update Plan](#)

Select Task to update or add a completion date

#	Task assigned to this objective (click to edit task)	Assigned to	Target Date	Completed
1	Gather most recent student performance data, organize, and review	Jennifer Demoboski	10/09/2008	

[Add a New Task](#)

- i. Update tasks – Here you will see the task that was created. There is a “Comments” field where you may add additional information about the task to help the person who the task is assigned to. The “Comments” field may be updated or added to as the work on the task progresses. When the task has been completed, enter the date into the field provided and click “Save.” If you want to exclude the task from the objective, you may do so by clicking the “Delete” button. **Do this only if you no longer want the task to be completed for the objective.**

Update Tasks

Task: 1

Gather most recent student performance data, organize, and review.

Comments

Get excel file of most recent student learning data from Brenda Smith.

If completed, enter completion date .

Save

Cancel

Delete this task from the plan.

Delete

- c. Report Status of Objective - Once you have completed all tasks for an objective and the completion dates have been entered, the “Report Status of Objective” page will open. Here you are asked to supply some additional information. First, describe the experience of pursuing the objective. Second, describe the work that will be necessary to sustain your efforts. Click “Save” when you’re finished.

Select Task to update or add a completion date			
# Task assigned to this objective (click to edit task)	Assigned to	Target Date	Completed
1 Gather most recent student performance data, organize, and review.	Jennfier Demboski	10/09/2008	10/09/2008
2 Create schedule for classroom visits to observe teachers.	Wanda Johnson	10/09/2008	10/09/2008
3 Develop set of action goals for the school year.	Jennifer Demboski	10/14/2008	10/13/2008
4 Share goals with Leadership Team.	Jennifer Demboski	10/17/2008	10/17/2008
5 Revise list of goals and make plan with responsibilities assigned.	Jennifer Demboski	10/21/2008	10/21/2008
6 Meet with school faculty and staff, PTO officers, district Title I director, and school board member to go over goals and roles.	Jennfier Demboski	10/25/2008	10/25/2008
7 Revise plan and post for all parties to see.	Jennfier Demboski	10/29/2008	10/29/2008

Report Status of Objective

The tasks assigned to this Objective have been completed.

1. Please describe your experience in pursuing this Objective.

2. What continued work will be necessary to sustain your efforts and continue to meet the Objective.

Save

3. Coaching Comments – In Coaching Comments you will receive helpful tips and comments from the Rapid Improvement Leader Mentor. You as the Rapid Improvement Leader may also respond. This tool is meant to be used for quick communications, not to replace in-depth discussion by phone or email. Click on the “Coaching Comments” button to open the entry page.



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**Rapid Improvement
Leader**

Rapid Improvement Leader Indicators
Jefferson Elementary School

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Coaching Comments

ID	Success Indicator (Indicators shown in green have all tasks completed)	Target Date	Tasks Completed
TLA1A	Rapid Improvement leader will make an action plan so that everyone involved knows specifically what they need to do differently.	10/30/2008	0
TLA1B	The Rapid Improvement leader will personally analyze data about the organization's performance to identify high-priority problems that can be fixed quickly.		0
TLA2A	Rapid Improvement leader will first concentrate on a very limited number of changes to achieve early, visible wins for the school.		0
TLA2B	Rapid Improvement leader will make changes that deviate from organization's norms and rules if necessary to gain visible wins.		0
TLA2C	Rapid Improvement leader will implement an action plan in which change is mandatory for all staff, not optional.		0
TLA2D	Rapid Improvement leader will replace or redeploy some staff as necessary based on careful examination of skills and readiness for change.		0

- a. Here you will see comments sent by the Rapid Improvement Leader Mentor to help you work through the process of assessing and implementing the Rapid Improvement Leader indicators. Your responses will also be shown. Comments from the Rapid Improvement Leader Mentor are listed in green with the Sender as “Mentor.” Your responses will be listed in black with the Sender as “RIL.” Click on the comment to which you would like to respond.

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[RIL home](#)

SSI

Jefferson Elementary School
North West School District, IL
Coaching Comments

Select a Coaching Comment to respond

Sender	Added	Added By	Step	Indicator	Comments
Mentor	08/28/2008	Melanie Smith	Step 0		Please send me a list of the indicators you plan to work on first

- i. This will open the fields where you will enter your response. Click “Save Coaching Comments” when you’re finished.

[RIL home](#)

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Twin paths to better schools

SSI

Jefferson Elementary School
North West School District, IL
Coaching Comments

Select a Coaching Comment to respond

Responding to:

COACH - 08/28/2008 - Melanie Smith Step 0

Please send me a list of the indicators you plan to work on first.

Name:

Step Reference:

Indicator (if applicable):


Comments:

↑

↓

Sender	Added	Added By	Step	Indicator	Comments
COACH	08/28/2008	Melanie Smith	Step 0		Please send me a list of the indicators you plan to work on first.

- ii. You'll notice that your response to the Mentor's coaching comment has been added to the list. The Rapid Improvement Leader Mentor will see your response in their Coaching Comments list the next time they log in. Use the "*RIL home*" link in the upper right hand corner to return to the Rapid Improvement Leader Indicators page.



Twin paths to better schools

[RIL home](#)


SSI

Jefferson Elementary School
North West School District, IL
Coaching Comments

Select a Coaching Comment to respond

Sender	Added	Added By	Step	Indicator	Comments
Mentor	08/28/2008	Melanie Smith	Step 0		Please send me a list of the indicators you plan to work on first.
RIL	10/06/2008	Bob Jackson	Step 0		I'll send it later today.

4. Other Helps - There are two links at the bottom left of the Rapid Improvement Leader Indicators page for your use as well.



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**Rapid Improvement
Leader**

Rapid Improvement Leader Indicators
Jefferson Elementary School


Welcome to the Rapid Improvement Leader's planning tool. This tool is for your personal use in developing a rapid improvement plan. To access the SSI process for your school you must close this session and log back in with your school login and password information.

[Coaching Comments](#)

ID	Success Indicator (Indicators shown in green have all tasks completed)	Target Date	Tasks Completed
TLA1A	Rapid Improvement leader will make an action plan so that everyone involved knows specifically what they need to do differently.	10/30/2008	1
TLA1B	The Rapid Improvement leader will personally analyze data about the organization's performance to identify high-priority problems that can be fixed quickly.		0
TLA2A	Rapid Improvement leader will first concentrate on a very limited number of changes to achieve early, visible wins for the school.		0
TLA2B	Rapid Improvement leader will make changes that deviate from organization's norms and rules if necessary to gain visible wins.		0
TLA2C	Rapid Improvement leader will implement an action plan in which change is mandatory for all staff, not optional.		0
TLA2D	Rapid Improvement leader will replace or redeploy some staff as necessary based on careful examination of skills and readiness for change.		0
TLA2E	Rapid Improvement leader will quickly discard tactics that don't work and spend more resources and time on tactics that work.		0
TLA2F	Rapid Improvement leader will report progress but keep school's focus on high goals.		0
TLA3A	Rapid Improvement leader will motivate others inside and outside the school to contribute to success.		0
TLA3B	Rapid Improvement leader will use various tactics to help staff empathize with those they serve and be motivated for change.		0
TLA3C	Rapid Improvement leader will work hard to gain the support of trusted influencers among staff and community.		0
TLA3D	Rapid Improvement leader will silence critics with speedy success on "quick win" objectives.		0
TLA4A	Rapid Improvement leader will set up systems to measure and report interim results often.		0
TLA4B	Rapid Improvement leader will share results in open-air meetings to hold all staff accountable for results and to focus on solving problems.		0

[Indicator Report](#)
[Coaching Comments Report](#)

- a. Indicator Report – This is a printable list of the Rapid Improvement Leader indicators.



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[Print](#)

Jefferson Elementary School

Rapid Improvement Leader Indicators

Indicator: TLA1A	<i>Rapid Improvement leader makes an action plan so that everyone involved knows specifically what they need to do differently.</i>
Indicator: TLA1B	<i>The Rapid Improvement leader personally analyzes data about the organization's performance to identify high-priority problems that can be fixed quickly.</i>
Indicator: TLA2A	<i>Rapid Improvement leader first concentrates on a very limited number of changes to achieve early, visible wins for the school.</i>
Indicator: TLA2B	<i>Rapid Improvement leader makes changes that deviate from organization's norms and rules if necessary to gain visible wins.</i>
Indicator: TLA2C	<i>Rapid Improvement leader implements an action plan in which change is mandatory for all staff, not optional.</i>
Indicator: TLA2D	<i>Rapid Improvement leader replaces or redeploys some staff as necessary based on careful examination of skills and readiness for change.</i>
Indicator: TLA2E	<i>Rapid Improvement leader quickly discards tactics that don't work and spends more resources and time on tactics that work.</i>
Indicator: TLA2F	<i>Rapid Improvement leader reports progress but keeps school's focus on high goals.</i>
Indicator: TLA3A	<i>Rapid Improvement leader motivates others inside and outside the school to contribute to success.</i>
Indicator: TLA3B	<i>Rapid Improvement leader uses various tactics to help staff empathize with those they serve and be motivated for change.</i>
Indicator: TLA3C	<i>Rapid Improvement leader works hard to gain the support of trusted influencers among staff and community.</i>
Indicator: TLA3D	<i>Rapid Improvement leader silences critics with speedy success on "quick win" objectives.</i>
Indicator: TLA4A	<i>Rapid Improvement leader sets up systems to measure and report interim results often.</i>
Indicator: TLA4B	<i>Rapid Improvement leader shares results in open-air meetings to hold all staff accountable for results and to focus on solving problems.</i>

- b. Coaching Comments Report – This is a printable list of the coaching comments between the Rapid Improvement Leader Mentor and the Rapid Improvement Leader.

 Twin paths to better schools						Print
Jefferson Elementary School						SSI Coaching Comments
Support for School Improvement (SSI)						
Sender	Added	Added By	Step	Indicator	Comments	
Mentor	08/28/2008	Melanie Smith	Step 0		Please send me a list of the indicators you plan to work on first.	
RIL	10/06/2008	Bob Jackson	Step 0		I'll send it later today.	

Remember, to view the School-Level SSI web pages you'll need to use the school's login information.



Center on Innovation & Improvement

121 N. Kickapoo St.
Lincoln, Illinois 62656
217-732-6462
www.centerii.org

For technical assistance with the Support for School Improvement web entry system please contact:

Janis Langdon
217-732-6462 ext. 23
jangdon@centerii.org

Bob Goodrich
217-732-6462 ext. 21
bgoodrich@centerii.org